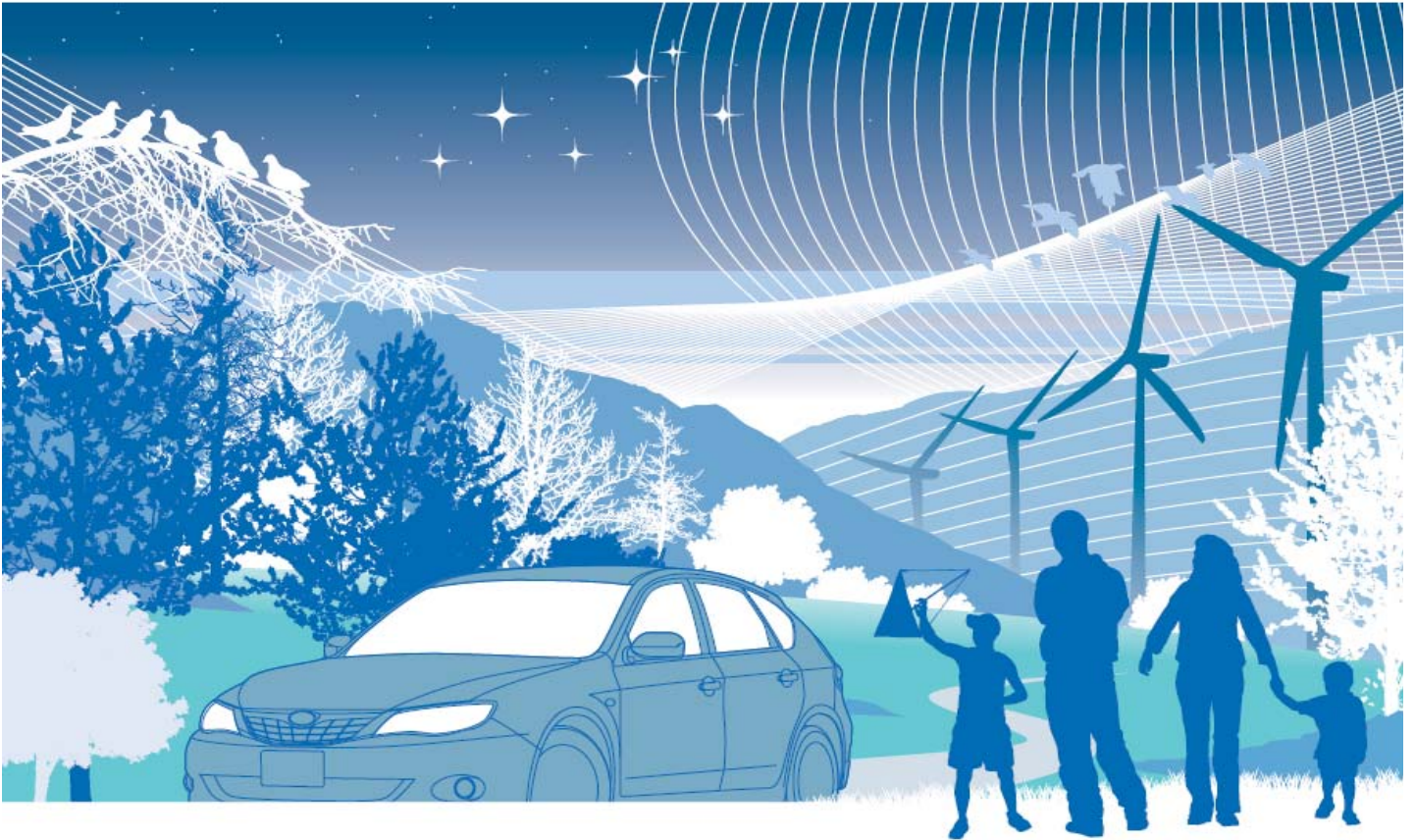


# 2007

## Social & Environmental Report



# Social & Environmental Report

## 2007 Social & Environmental Report

### Editorial Policy

This report has been issued to introduce the social and environmental achievements of Fuji Heavy Industries Ltd. (FHI), its domestic and overseas affiliated companies, in order to set the stage for communication with stakeholders including our customers, shareholders, partner companies, local communities and employees, and to further improve our activities for environmental protection and social activities.

In order to make this report easy to understand, we focused only on major issues as much as we could, and included our special achievements in "Featured Articles". For this reason, we have separately placed "Supplementary Volume for Data related to the 2007 Social and Environmental Report" on our Web site, and report other information such as the calculation results of environmental accounting and the details on our activities.

**Address of our Web site introducing our environmental achievements**  
<http://www.fhi.co.jp/english/envi/report/index.html>

We arranged for a third party assessment by Ms. Mizue Unno (Manager Director of So-Tech Consulting, Inc.) on the contents of this report, since we believed we could receive informative opinions to proceed with our activities toward a "company fulfilling its social responsibilities". The resulting assessment is placed at the end of this report.

### Period Covered

This report covers our achievements and activities in fiscal 2006 (April 2006 through March 2007; for overseas affiliated companies: January through December 2006) and some activities from prior fiscal years and others conducted just before the issuance of this report.

### Guidelines Referenced

"Environmental Report Guidelines (2003)" by the Ministry of the Environment

### Inquiries about This Report

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 CSR & Environmental Affairs Promotion Office  
 Subaru Building, 7-2 Nishi-shinjuku 1-chome, Shinjuku-ku, Tokyo 160-8316  
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 Phone: +81-3-3347-2036 (International) Fax: +81-3-3347-2381 (International)

### Range of the Report

#### Companies Covered in the Report

Fuji Heavy Industries Ltd. (Main manufacturing facilities)  
 Subaru Automotive Business [Gunma Manufacturing Division (Ota City and other), Tokyo office (Mitaka City)]  
 Industrial Products Company [Saitama Manufacturing Division (Kitamoto City, Saitama Prefecture)]  
 Aerospace Company [Utsunomiya Manufacturing Division (Utsunomiya City, Tochigi Prefecture, Handa City, Aichi Prefecture)]  
 Eco Technologies Company [Utsunomiya Manufacturing Division (Utsunomiya City, Tochigi Prefecture)]

#### Domestic Affiliated Companies

##### (Members of Domestic Affiliated Company Subcommittee)

- 1 Fuji Robin Industries Ltd. \*1 (Numazu City, Shizuoka Prefecture)
- 2 Yusoki Kogyo K.K. (Handa City, Aichi Prefecture)
- 3 Fuji Machinery Co., Ltd. (Maebashi City, Gunma Prefecture)
- 4 Ichitan Co., Ltd. (Ota City, Gunma Prefecture)
- 5 Kiryu Industrial Co., Ltd. (Kiryu City, Gunma Prefecture)
- 6 Subaru Logistics Co., Ltd. (Ota City, Gunma Prefecture)

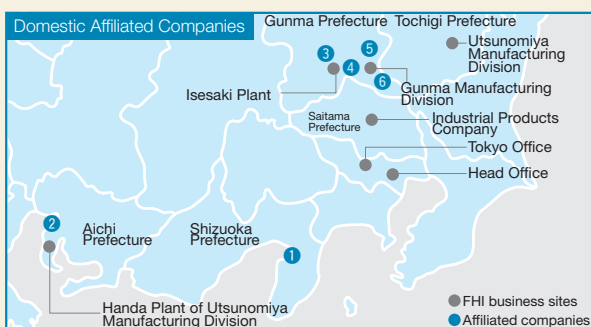
#### Overseas Affiliated Companies

##### (Members of North American Environmental Committee)

- 1 SIA:Subaru of Indiana Automotive, Inc.(Lafayette, Indiana)
- 2 SOA:Subaru of America, Inc. (Cherry Hill, New Jersey)
- 3 SCI:Subaru Canada, Inc. (Mississauga, Ontario)
- 4 SRD:Subaru Research & Development, Inc.(Ann Arbor, Michigan)
- 5 RMI:Robin Manufacturing U.S.A., Inc.(Hudson, Wisconsin)

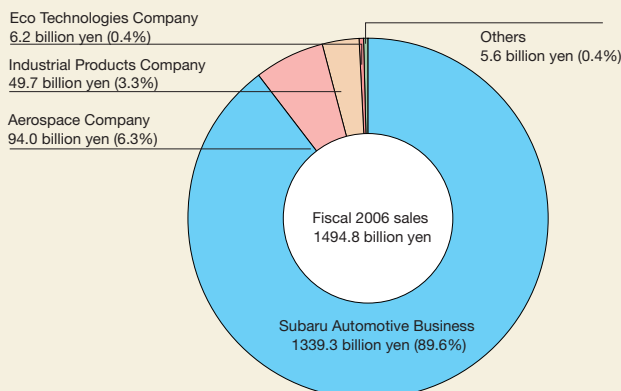
We introduce some activities of other affiliate companies in addition to those of the above companies in this report.

\*1: We divested Fuji Robin Industries Ltd. on May 15, 2007 by subscribing all the company's shares we had owned (7,525,000 shares) to the takeover bid by Maki-ta Corporation.



### Corporate Overview (As of March 31, 2007)

Name	Fuji Heavy Industries Ltd.
Established	July 15, 1953
Paid-in capital	153.7 billion yen
Employees	25,598(Consolidated) 12,801(Non-consolidated)
Head Office	Subaru Building, 7-2 Nishi-shinjuku 1-chome, Shinjuku-ku, Tokyo 160-8316 Japan Phone: 03-3347-2111 [Main switchboard] (Domestic) Phone: +81-3-3347-2111 (International)
Sales	1494.8 billion yen(Consolidated) 964.4 billion yen(Non-consolidated)
Operating Income	47.9 billion yen(Consolidated) 33.5 billion yen (Non-consolidated)
Ordinary Income	42.2 billion yen(Consolidated) 27.1 billion yen(Non-consolidated)
Number of Consolidated Subsidiary	43(Domestic), 18(Overseas)
Number of Affiliated Company	16(Domestic), 2(Overseas)



- 03 Messages from the CEOs
- 05 Business Overview
- 07 SUBARU Originality  
—Subaru's Fundamental Philosophy for Manufacturing Automobiles

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### Contents of Supplementary Volume for Data related to the 2007 Social & Environmental Report

We have placed "Supplementary Volume for Data related to the 2007 Social & Environmental Report" separately on our website so that you can understand more about our activities for society and environment. The data can be easily downloaded from our website. Please visit our site at <http://www.fhi.co.jp/english/envi/report/index.html>

### Chronology of FHI's Social & Environmental Activities

Chronology of FHI's Social & Environmental activities (from 1973 to 2007)

### Corporate Overview

Locations of FHI's Major Facilities and Affiliated Companies, the Number of Employees, Production Items, and etc  
Financial Data, Data related to Employment

### Environmental Management Data

FHI's Environmental Conservation Organization  
FHI's Environmental Performance Data  
Environmental Accounting / Data Collection Result  
FHI (non-consolidated), Domestic / Overseas Affiliated Companies  
Environmental Measurement Data  
(1) Gunma Manufacturing Division (2) Utsunomiya Manufacturing Division  
(3) Saitama Manufacturing Division (4) Tokyo Office  
(5) Six Domestic Affiliated Companies

### Social & Environmental Activities within Local Communities

Gunma Manufacturing Division / Utsunomiya Manufacturing Division / Saitama Manufacturing Division / Tokyo Office / Head Office / Domestic Affiliated Companies